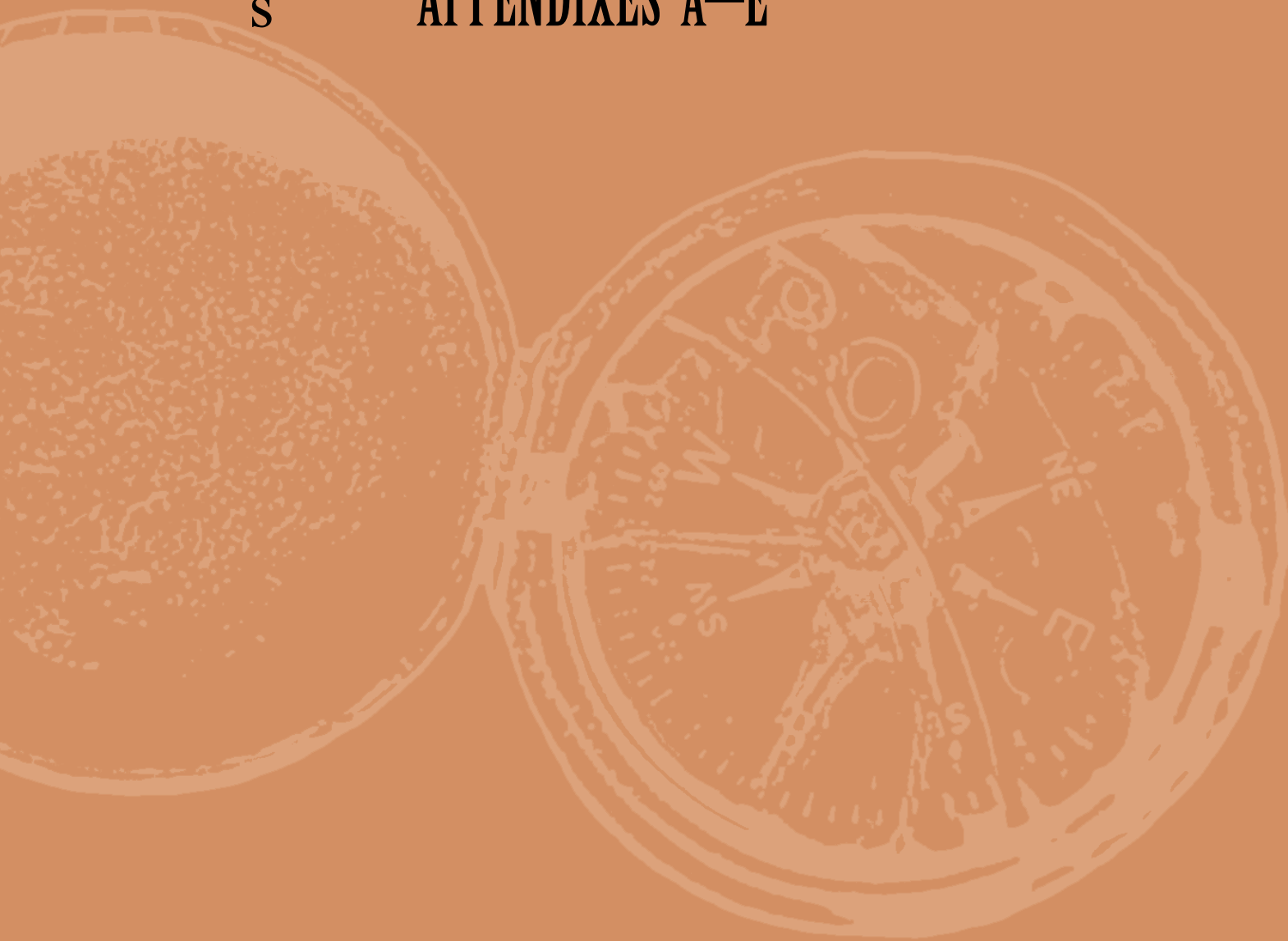
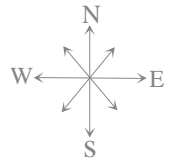


APPENDIXES A—E





APPENDIX A

MANAGEMENT AND LABOR COOPERATION FOR IMPLEMENTATION OF CHANGE

SUMMARY OF PRACTITIONER SURVEY RESPONSES

Survey Administered and Compiled By:

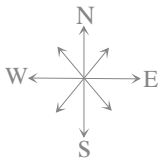
Justex Systems, Inc.
P.O. Box 6224
Huntsville, TX 77342
www.justex.com

SUMMARY OF PRACTITIONER SURVEY RESPONSE

Methodology

As a part of the exploration of management and labor cooperation for the implementation of change, Justex Systems, Inc. conducted a practitioner survey that was completed in the winter of 2002. The purpose of the survey was to ascertain the contrasting perceptions of police chiefs and union presidents about the extent of cooperation and issues that generated stress between management and labor during the change process. Parallel versions of a survey instrument were distributed to the chiefs and labor organization presidents of all municipal agencies with populations of more than 100,000. In addition, a sample of 10 state police agencies was included, along with 48 agencies with populations of less than 100,000. The 48 agencies with less than 100,000 were instances where both management and a labor association were subscribers to the newsletter Police Labor Monthly and, hence, were agencies with organized labor associations and concerned about labor relations issues. The distribution and response rate was as follows:

Municipalities with more than 100,000 population:	272
Municipalities with less than 100,000 population:	48
State police agencies:	10
Total agencies sampled:	330
Management responses:	118
Management response rate:	36%
Labor organization responses:	63
Labor organization response rate:	19%
Total responses:	181

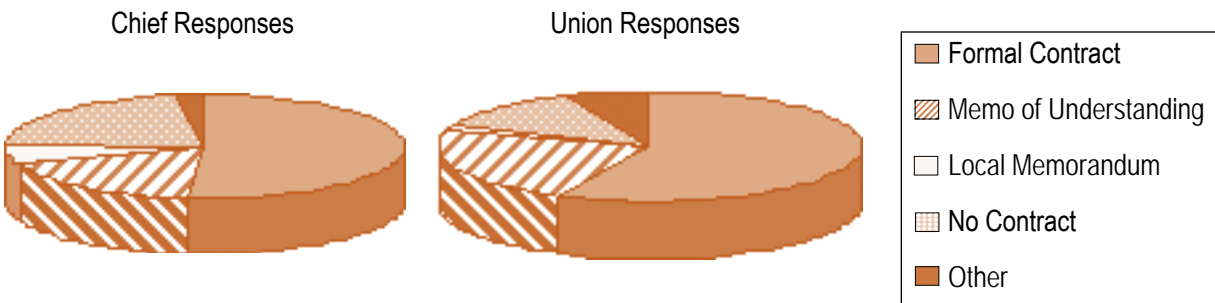


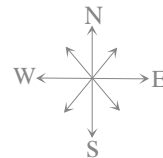
1. About yourself?

Number of years as chief/agency head	4.7
Number of years as union president	5.0
Number of years in law enforcement	29
Number of years in law enforcement	19
How did you become chief/agency head?	
Up through the ranks	64%
From another agency	36%
How did you become association/union president?	
Elected without serving in another role	19%
From another role	81%

2. Does your agency operate under the auspices of:

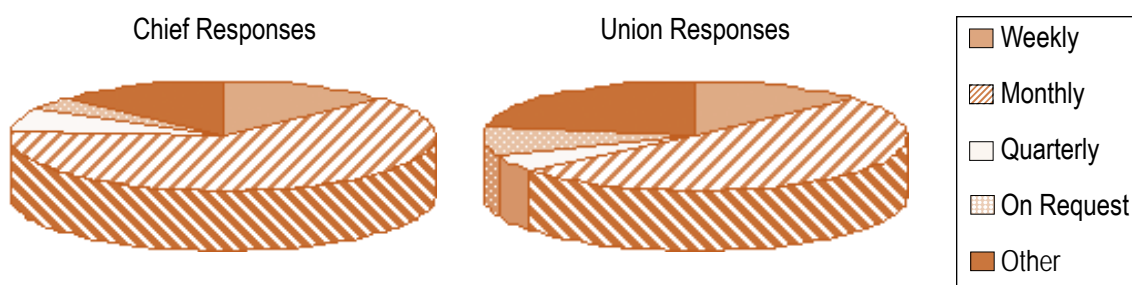
	Chief	Union
A. A formal contract, negotiated under enabling state law	51%	57%
B. A memorandum of understanding, negotiated under enabling state law	18%	22%
C. A locally authorized memorandum, letter of agreement or other document	6%	2%
D. No union contract, memorandum of understanding, et cetera.	22%	1%
E. Other	3%	6%





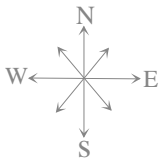
3. Do you routinely have formal, scheduled meetings with representatives of your officer's association/union (police agency management)?

	Chief	Union
A. Weekly	13%	13%
B. Monthly	63%	51%
C. Quarterly	7%	4%
D. On Request	4%	9%
E. Other	13%	22%



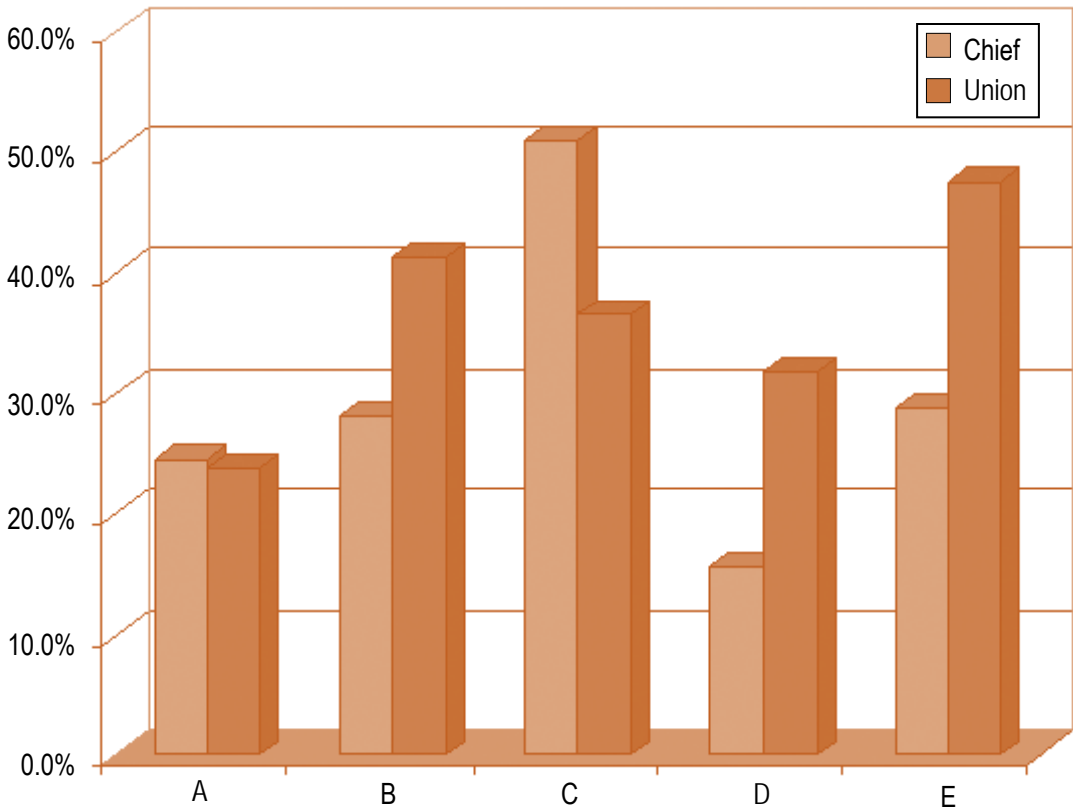
If yes, do you have a formal management-labor relations committee?

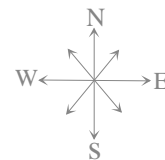
	Chief	Union
Yes:	54%	63%



4. Does your (rank-and-file) officer's association/union normally and routinely participate in the following functions by sending representatives?

	Chief	Union
A. Scheduled senior command staff meetings	25%	24%
B. Meetings with city/county/state managers (e.g., city manager)	28%	41%
C. Strategic planning meetings with various components of the agency	51%	37%
D. Strategic planning meetings with governing bodies (e.g., city council)	16%	32%
E. Meetings with community groups	29%	48%

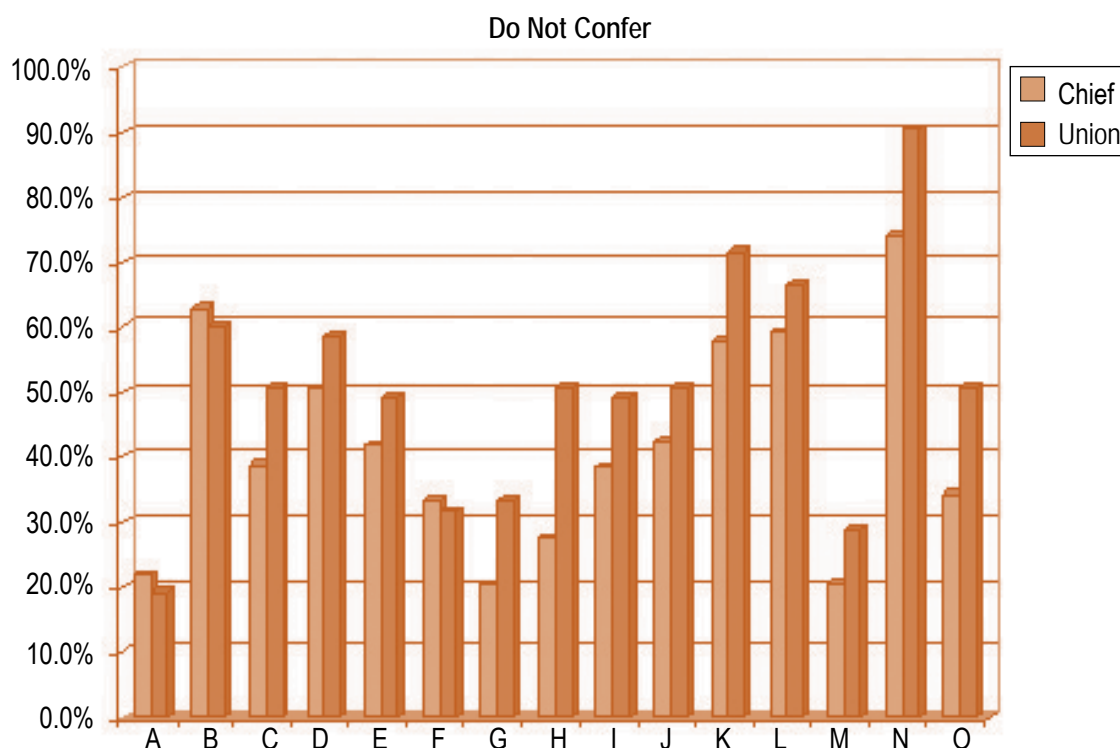


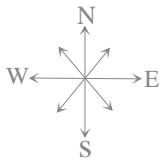


5. Do you routinely confer with representatives of your officers' association/union regarding the following issues: (Chief)

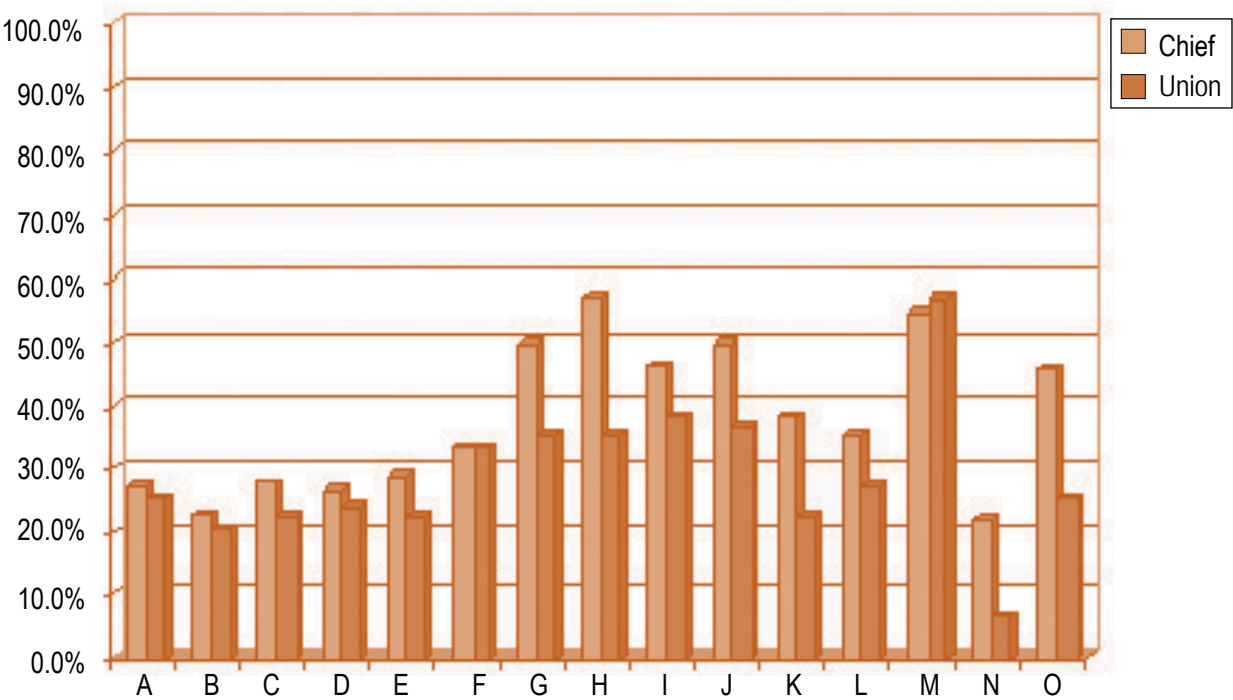
Does police agency management routinely confer with representatives of your association/union regarding the following issues: (Union)

	Do not confer		Informally confer		Formally confer	
	Chief	Union	Chief	Union	Chief	Union
A. Grievances filed	22%	19%	27%	25%	51%	56%
B. Citizen complaints filed	6%	60%	22%	21%	15%	19%
C. Scheduling of officers	39%	51%	28%	22%	34%	27%
D. Assignment of officers	50%	59%	27%	24%	23%	18%
E. Promotional exam process	42%	49%	29%	22%	30%	29%
F. Updating policy manuals	33%	32%	33%	33%	33%	35%
G. Equipment issues	21%	33%	50%	35%	30%	32%
H. Communication channels	28%	51%	57%	35%	16%	14%
I. Supervisory issues	39%	49%	46%	38%	15%	13%
J. Relations w/ city/etc., mgt.	43%	51%	50%	37%	8%	13%
K. Relations w/ political entities	58%	71%	38%	22%	4%	6%
L. Relations w/ comm. groups	59%	67%	35%	27%	6%	6%
M. New programs or initiatives	21%	29%	54%	57%	25%	15%
N. Applications for grants	74%	91%	22%	6%	4%	3%
O. Response to racial profiling	34%	50%	45%	25%	20%	24%

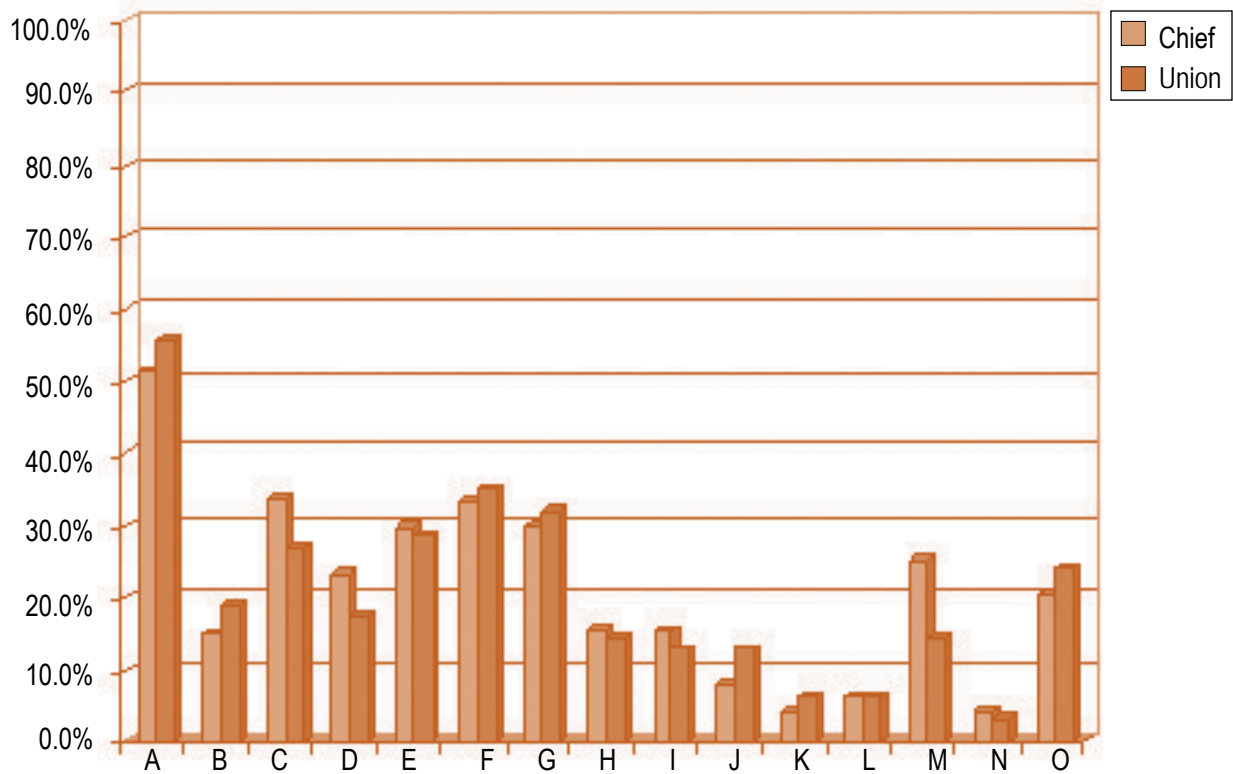


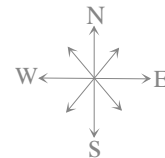


Informally Confer



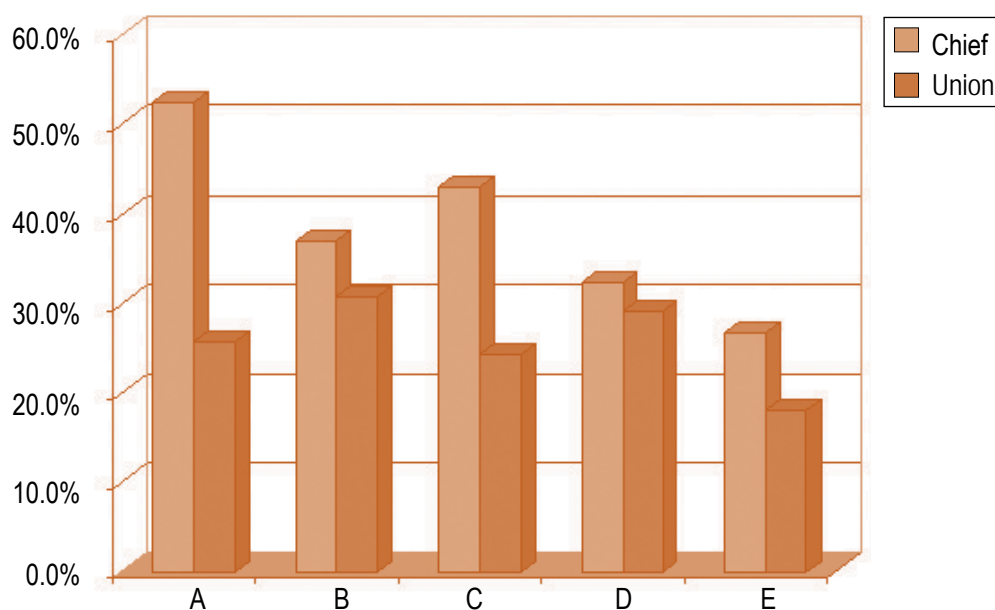
Formally Confer





6. More specifically, has your association/union ever been directly involved in formal discussions of your department's community policing efforts

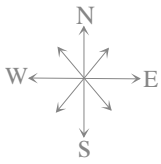
	Chief	Union
A. Strategic Planning	53%	26%
B. Officer assignment to community policing duties	37%	31%
C. Scheduling in support of community policing	43%	24%
D. Geographic beat distributions	32%	29%
E. Methods of community engagement	27%	18%



7. Has your association/union ever directly and actively opposed a new program or initiative characterized as community policing?

The majority of respondents have never experienced this situation.

	Chief	Union
Yes:	23%	32%



8. Have you ever had a new program or initiative that you would characterize as incorporating the community policing philosophy fail because of opposition from your association/union? (Chief)

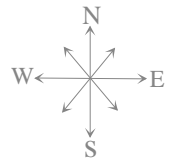
Has your association/union ever impeded the implementation of a new program or initiative characterized as community policing? (Union)

	Chief	Union
Yes:	8%	25%

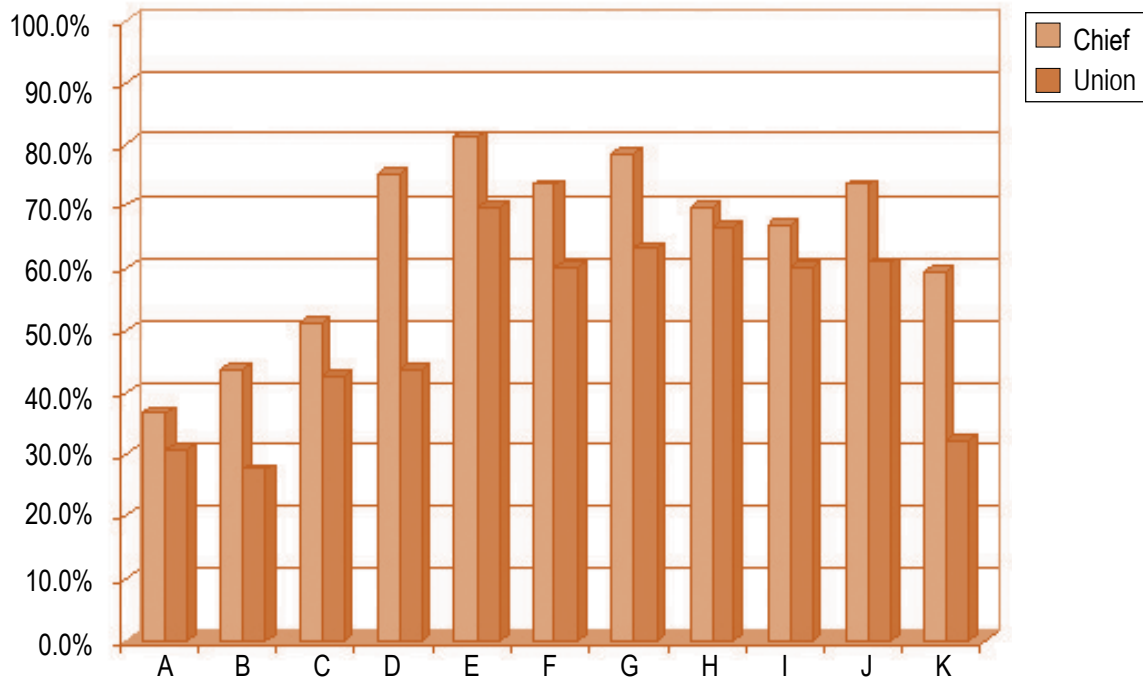
9. Have any of the following become an issue or generated resistance with your association/union in the process of implementing change including but not limited to community policing? (Chief)

Has implementation of any of the following in conjunction with community policing programs been an issue among your membership or generated resistance among rank-and-file or their representatives? (Union)

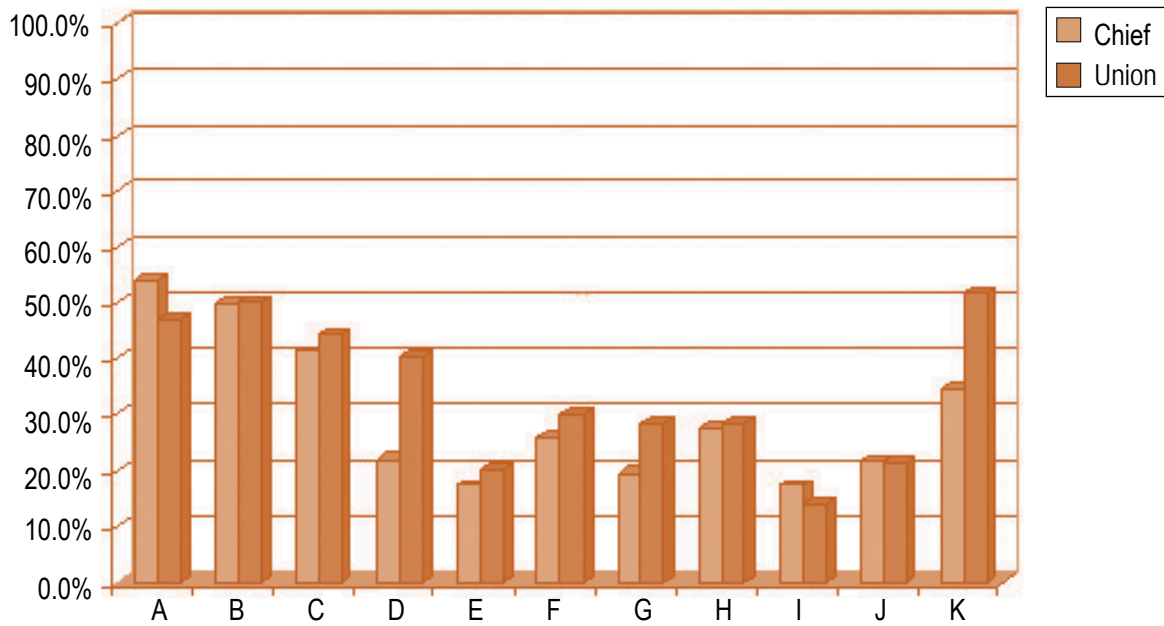
	Not a problem		Some problem		Serious problem	
	Chief	Union	Chief	Union	Chief	Union
A. Scheduling of personnel	37%	31%	54%	47%	9%	23%
B. Assignment of personnel	44%	27%	50%	50%	7%	23%
C. Rotation of personnel	51%	43%	41%	44%	8%	13%
D. Role of patrol officers	75%	44%	22%	40%	3%	16%
E. Role of investigators	81%	70%	17%	20%	2%	10%
F. Role of supervisors	73%	60%	26%	30%	1%	10%
G. Role of middle managers	79%	63%	20%	28%	2%	8%
H. Higher personnel standards	70%	67%	28%	28%	3%	5%
I. Civilian review boards	67%	60%	17%	14%	16%	26%
J. Racial profiling response	73%	61%	22%	21%	5%	18%
K. Changing work priorities	60%	32%	35%	52%	6%	16%

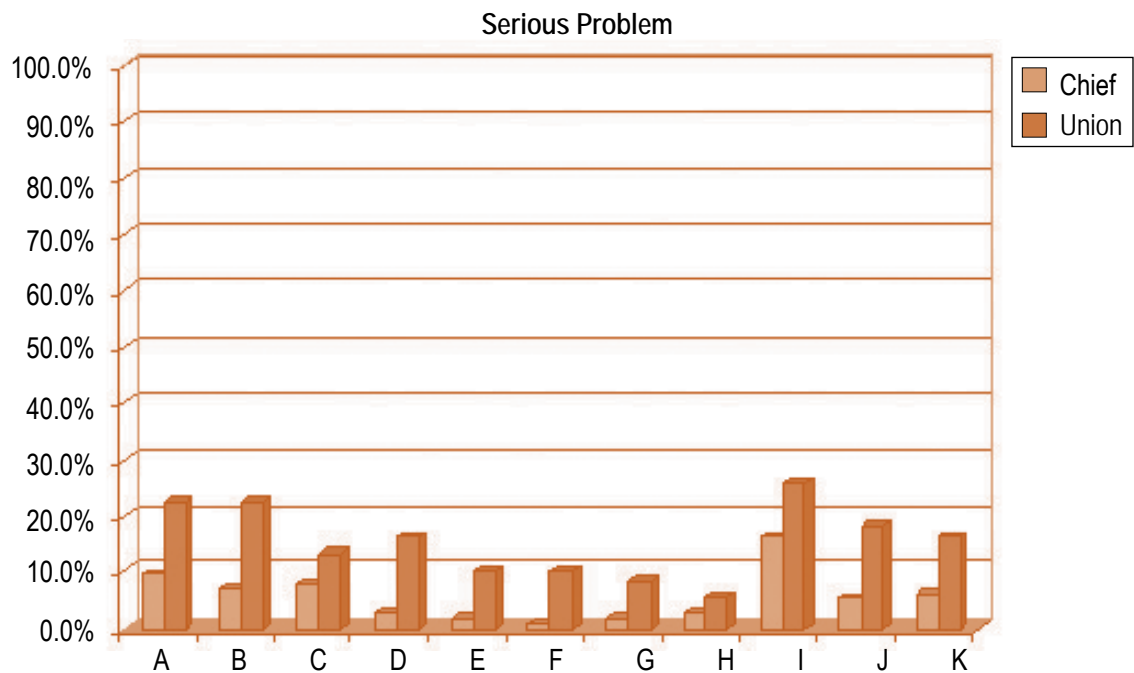
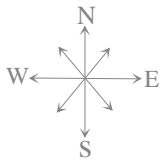


Not a Problem



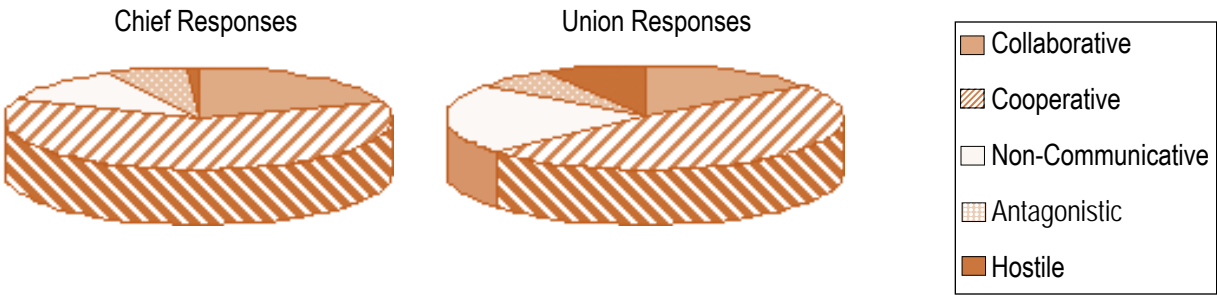
Some Problem

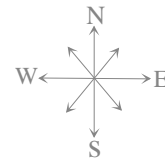




10. Which term best describes your current relationship with association/union representatives (police agency management) with regard to developing and implementing change in your agency?

	Chief	Union
A. Collaborative and fully engaged	20%	15%
B. Cooperative and friendly	61%	48%
C. Noncommunicative, generally neutral	11%	22%
D. Antagonistic, usually opposed	7%	7%
E. Hostile and bitter	1%	8%



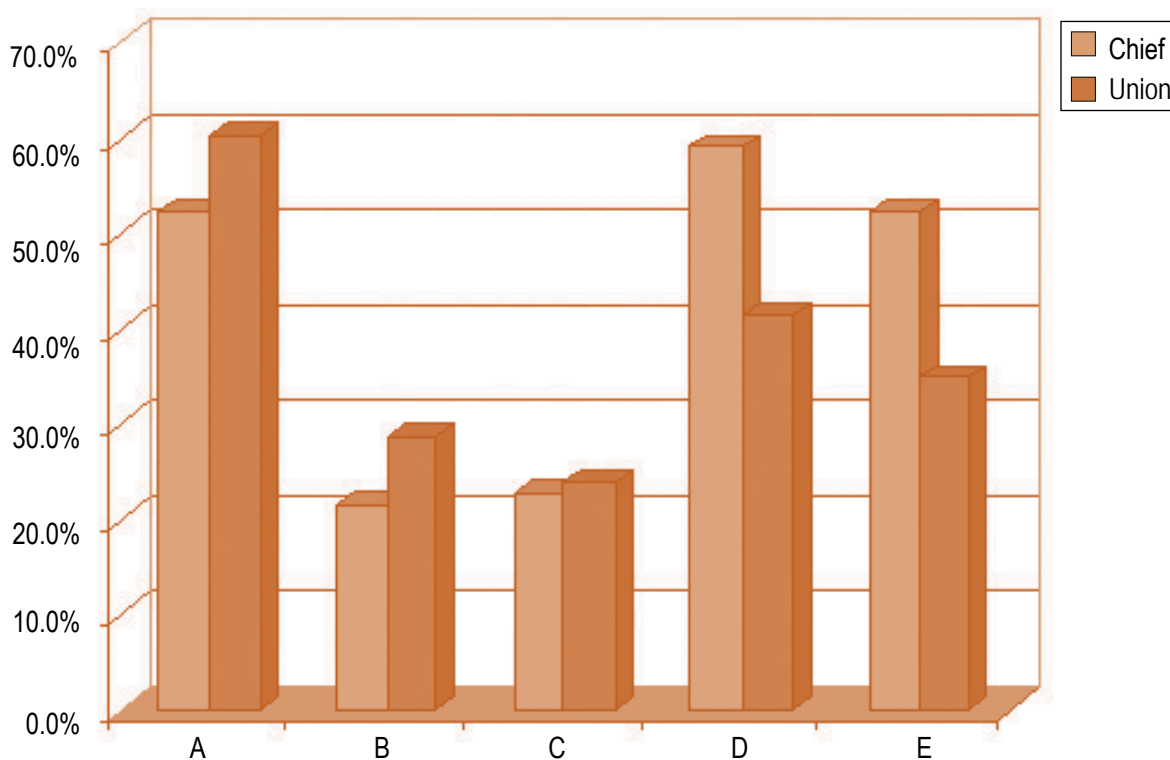


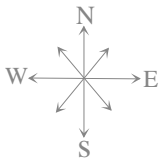
11. *Has there been a critical incident, e.g., a shooting, civil disturbance, disciplinary case, that has generated undue antagonism between management and association/union representatives in recent years?*

	Chief	Union
Yes:	33%	49%

12. *Have you and representatives of your association/union (agency management) ever done any of the following:*

	Chief	Union
A. Appear at community forums together	52%	60%
B. Hold dual press conferences	22%	29%
C. Issue joint press releases	23%	24%
D. Participate in training programs together	59%	41%
E. Attend conferences together	52%	35%





13. *The nature of the implementation of community policing philosophy varies widely, of course. While a philosophy, community policing often entails the implementation of specific programs or personnel roles. Do you have roles in your agency that you would characterize as specialists in “general assignment” community policing, e.g., neighborhood patrol officers, problem solving officers, et cetera - but not DARE, etc.*

	Chief	Union
Yes:	60%	57%

14. *A frequently cited hindrance to association/union participation with management in programs and initiative planning is that the union representatives may be seen by the rank-and-file membership of the association as “getting too close to management”. Do you perceive that this has occurred in the history of your relationship with your police department’s association (management)?*

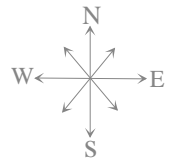
	Chief	Union
Yes:	21%	21%

15. *A related issue is the observation that if an association/union participates in the development of a program or policy in response to an issue, such as racial profiling data collection, or implementation of a civilian board, union leadership risks “taking the blame” from their membership for a potentially unpopular police agency response. Have you experienced this phenomenon?*

	Chief	Union
Yes:	12%	18%

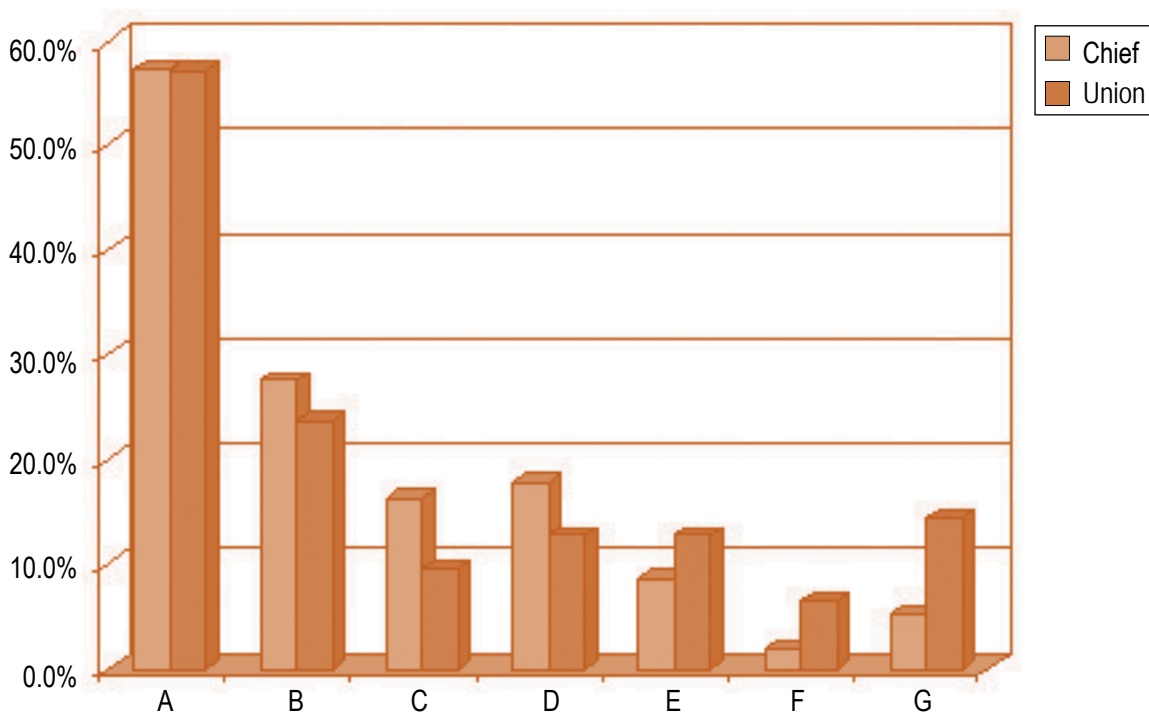
16. *A third related issue is the concern that working collaboratively together may become legally formalized as a management–labor “past practice”, and hence be mandated by arbitrators and/or courts for future endeavors, i.e., a mandate may occur to involve the union in all/most management decision making because it was a past practice. Has a potential “past practice” ruling ever been raised by management as a concern in the context of working collaboratively with them?*

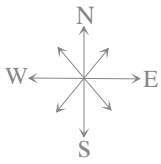
	Chief	Union
Yes:	14%	14%



17. Do you have any provisions in a contract, memorandum of understanding, or other document pertaining to management–labor relations that creates special considerations, such as flex time, for officers assigned to programs that you would characterize as incorporating community policing philosophy?

	Chief	Union
A. None or not applicable	57%	57%
B. Scheduling of personnel	28%	24%
C. Rotation of personnel (transfer)	16%	10%
D. Assignment of personnel	18%	13%
E. Role or nature of work issues	9%	13%
F. Personnel standards	2%	6%
G. Other	5%	14%





18. Assuming that you have encountered undue resistance to the implementation of change, including but not limited to community policing, please rank order, one to six, the sources of that opposition. Use number one for the source generating the most opposition, number six for the source creating the least.

Chief

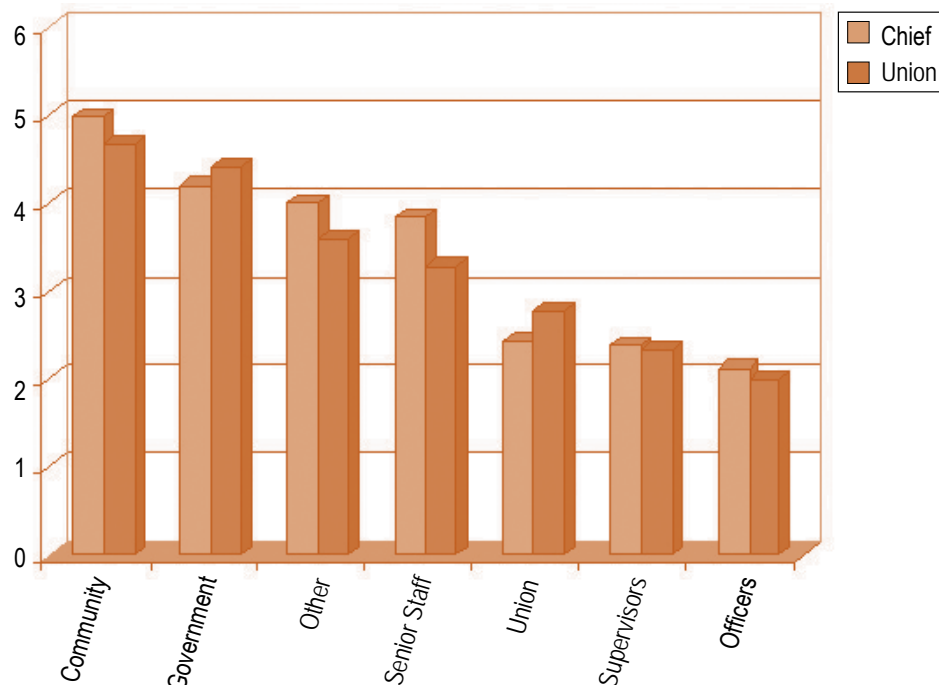
Community members	4.98
City/county/state government	4.21
Other group	4.00
Senior command staff (captains, deputy/assistant chiefs)	3.84
Union or association	2.43
Supervisors and middle managers (sergeants and lieutenants)	2.39
Rank-and-file officers not operating under the auspices of an association	2.13

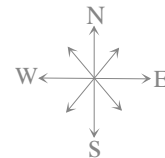
(Higher number denotes more cooperation)

Union Presidents

Community members	4.69
City/county/state government	4.41
Senior command staff (captains, deputy/assistant chiefs)	3.59
Union or association	3.29
Supervisors and middle managers (sergeants and lieutenants)	2.77
Other group	2.33
Rank-and-file officers not operating under the auspices of an association	2.00

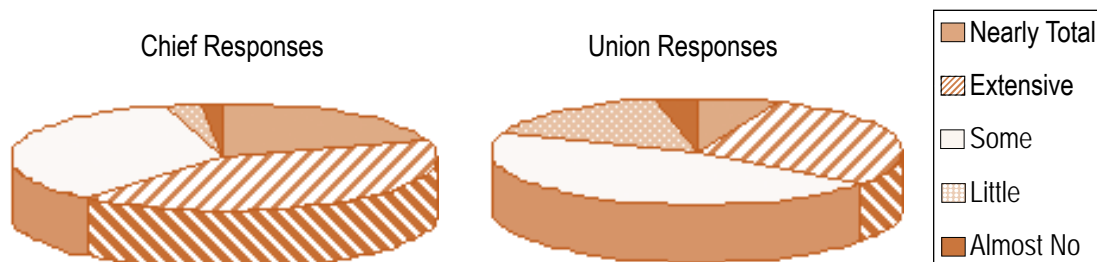
(Higher number denotes more cooperation)

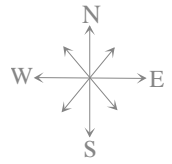




19. To what extent is there support among association/union members regarding community policing?

	Chief	Union
A. Nearly total support	20%	7%
B. Extensive support	42%	29%
C. Some support (everyone has a little, or a few have a lot)	35%	45%
D. Little support	3%	16%
E. Almost no support	2%	3%





APPENDIX B

INDEPENDENT NATIONAL POLICE UNIONS

Fraternal Order of Police (FOP)

Chuck Canterbury, National President
Grand Lodge FOP
1410 Donelson Pike, A-17
Nashville, TN 37217-2933
Telephone: 800.451.2711
Telephone: 615.399.0900
Fax: 615.399.0400
E-mail: glfop@grandlodgefop.org
Home Page: www.grandlodgefop.org

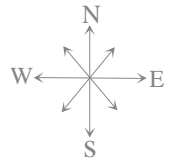
Jim Pasco, Executive Director
Legislative Office FOP
309 Massachusetts Ave, N.E.
Washington, DC 20002
Telephone: 202.547.8189
Fax: 202.547.8190
E-mail: nlfop@wizard.net

Note: The National FOP reports a membership of 310,000 and has lodges in all 50 states. FOP National President Chuck Canterbury is a retired major in the Horry County Sheriff's Office in South Carolina.

National Association of Police Organizations (NAPO)

Thomas Nee, President
Bill Johnson, Executive Director NAPO
750 First Street, N.E.
Suite 920
Washington, DC 20002
Telephone: 202.842.4420
Fax: 202.842.4396
E-mail: napo@erols.com
Home Page: www.napo.org

Note: NAPO reports a membership of 239,000 in 2,000 local associations. NAPO President Tom Nee is a patrolman with the Boston Police Department and president of the Boston Police Patrolmen's Association.



APPENDIX C

AFL-CIO AFFILIATED UNIONS WITH A SUBSTANTIAL POLICE MEMBERSHIP

International Union of Police Associations (IUPA, AFL-CIO)

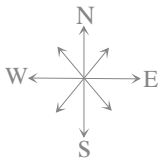
Sam Cabral, President
1421 Prince Street
Suite 400
Alexandria, VA 22314
Telephone: 800.247.4872
Telephone: 703.549.7473
Fax: 703.683.9048
Email: iupa@sddi.com
Home Page: www.iupa.org

Note: IUPA is the only AFL-CIO chartered police union and reports a membership of 100,000 members. IUPA President Sam Cabral is a retired police detective sergeant from Defiance, Ohio.

International Brotherhood of Police Officers (IBPO, NAGE, SEIU, AFL-CIO)

David Holway, NAGE National President
Paul Birks, Director, IBPO
Jerry Flynn, Executive Director, IBPO
159 Burgin Parkway
Quincy, MA 02169
Telephone: 617.376.0220
Fax: 617.376.0285
E-mail: webmaster@ibpo.org
Home Page: www.ibpo.org

Note: The independent IBPO merged with the independent National Association of Government Employees (NAGE) in 1969. In 1982, NAGE affiliated as an autonomous division of the Service Employees International Union (SEIU, AFL-CIO). IBPO is a division of NAGE. SEIU has chartered police unions outside of IBPO/NAGE. NAGE reports a membership of 50,000 members, but no separate figures are available for IBPO membership. The best estimate for IBPO membership is less than 10,000.



National Coalition of Public Safety Officers (NCPSO, CWA, AFL-CIO)

Chris McGill, President
John H. Burpo, Executive Director
NCPSO
3355 Bee Cave Road
Suite 604
Austin, TX 78746
Telephone: 512.330.0882
Fax: 512.330.0885
E-mail: Jburpo@cwa-union.org
Home Page: www.ncpso-cwa.org

Note: NCPSO is a sector of the Communications Workers of America (CWA, AFL-CIO). CWA reports a membership of 700,000 and NCPSO reports that 26,000 of those members are in the police and corrections sector. NCPSO President Chris McGill is a police officer with the El Paso Police Department.

American Federation of State, County and Municipal Employees (AFSCME, AFL-CIO)

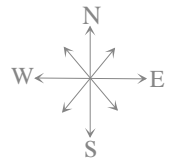
Gerald McEntee, President
AFSCME
1625 L Street, N.W.
Washington, DC 20036-5687
Telephone: 202.429.1000
Fax: 202.429.1293
E-mail: webmaster@afscme.org
Home Page: www.afscme.org

Note: AFSCME reports a membership of 1.4 million. There are no membership figures available for the number of law enforcement officers in AFSCME. AFSCME Corrections United represents 75,000 correction officers.

International Brotherhood of Teamsters (IBT)

James P. Hoffa, President
IBT
25 Louisiana Ave, N.W.
Washington, DC 20001-2198
Telephone: 202.624.6800
Fax: 202.624.6918
E-mail: PublicEmployees@teamster.org
Home Page: www.teamster.org

Note: The Teamsters International reports a membership of 1.4 million. Law enforcement officers are a part of the 140,000-member Public Employees Division but no separate figures are reported.

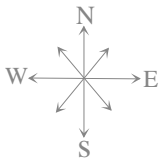


APPENDIX D

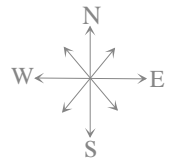
AFFILIATIONS OF POLICE UNIONS IN 100 LARGEST MUNICIPALITIES

The following charts represent the police union recognized as the collective bargaining agent for the rank of police officer in the 100 largest municipal police departments. If no union is recognized by the city as the bargaining agent, the police union(s) with a substantial membership that includes police officers is listed.

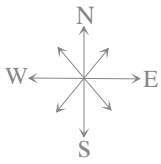
Rank	Population	City	ST	Police Union	Affiliation	Contract
1	8,008,278	New York	NY	Patrolmen's Benevolent Association of New York City	NAPO	Yes
2	3,694,820	Los Angeles	CA	Los Angeles Police Protective League, Local 714	IUPA/NAPO	Yes
3	2,896,016	Chicago	IL	F.O.P. Lodge 7	FOP	Yes
4	1,953,631	Houston	TX	Houston Police Officers Union	NAPO	Yes
5	1,517,550	Philadelphia	PA	F.O.P. Lodge 5	FOP	Yes
6	1,321,045	Phoenix	AZ	Phoenix Law Enforcement Association	NAPO	Yes
7	1,223,400	San Diego	CA	San Diego Police Officers Association	Independent	Yes
8	1,188,580	Dallas	TX	Dallas Police Association F.O.P. Lodge 588	NAPO FOP	No No
9	1,144,646	San Antonio	TX	San Antonio Police Officers Association	NCPSO/ NAPO	Yes
10	951,270	Detroit	MI	Detroit Police Officers Association	NAPO	Yes
11	894,943	San Jose	CA	San Jose Peace Officers Association	Independent	Yes
12	791,926	Indianapolis	IN	F.O.P. Lodge 86	FOP	Yes
13	776,733	San Francisco	CA	San Francisco Police Officers Association, Local 911	SEIU	Yes
14	735,617	Jacksonville*	FL	F.O.P. Lodge 5/30	FOP	Yes
15	711,470	Columbus	OH	F.O.P. Lodge 9	FOP	Yes
16	656,562	Austin	TX	Austin Police Association	NCPSO/ NAPO	Yes
17	651,154	Baltimore	MD	F.O.P. Lodge 3	FOP	Yes
18	650,100	Memphis	TN	Memphis Police Association	Independent	Yes
19	596,974	Milwaukee	WI	Milwaukee Police Association, Local 21	IUPA	Yes



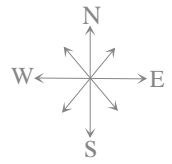
Rank	Population	City	ST	Police Union	Affiliation	Contract
20	589,141	Boston	MA	Boston Police Patrolmen's Association, Local 16,807	IUPA/NAPO	Yes
21	572,059	Washington	DC	District of Columbia FOP Police Labor Council	FOP	Yes
22	563,662	El Paso	TX	El Paso Municipal Police Officers Association	NCPSO/NAPO	Yes
23	563,374	Seattle	WA	Seattle Police Officers Guild	NCPSO	Yes
24	554,636	Denver	CO	Denver Police Protective Association	Independent	Yes
25	545,524	Nashville	TN	F.O.P. Lodge 5	FOP	Yes
26	540,828	Charlotte	NC	F.O.P. Lodge 9 Charlotte-Mecklinburg Police Benevolent Association	FOP IUPA	No No
27	534,694	Fort Worth	TX	Fort Worth Police Officers Association	NAPO	No
28	529,121	Portland	OR	Portland Police Association	NAPO	Yes
29	506,132	Oklahoma City	OK	F.O.P. Lodge 123	FOP	Yes
30	486,699	Tucson	AZ	Tucson Police Officers Association	NCPSO	Yes
31	484,674	New Orleans	LA	Police Association of New Orleans	NAPO	No
32	478,434	Las Vegas	NV	Las Vegas Police Protective Assn., Metro, Local 23	IUPA	Yes
33	478,403	Cleveland	OH	Cleveland Police Patrolmen's Association, Local 178	IUPA	Yes
34	461,522	Long Beach	CA	Long Beach Police Officers Association	FOP	Yes
35	448,607	Albuquerque	NM	Albuquerque Police Officers Assn., F.O.P. Lodge 1	FOP	Yes
36	441,545	Kansas City	MO	Kansas City Police Officers Assn., F.O.P. Lodge 99	FOP	No
37	427,652	Fresno	CA	Fresno Police Officers Association	Independent	Yes
38	425,257	Virginia Beach	VA	F.O.P. Lodge 8 Virginia Beach Police Benevolent Assn., Local 34	FOP IUPA	No No
39	416,474	Atlanta	GA	Atlanta Police Union, Local 623	IBPO	No
40	407,018	Sacramento	CA	Sacramento Police Officers Association	Independent	Yes



Rank	Population	City	ST	Police Union	Affiliation	Contract
41	399,484	Oakland	CA	Oakland Police Officers Association	Independent	Yes
42	396,375	Mesa	AZ	F.O.P. Lodge 9 Mesa Police Association	FOP Independent	No No
43	393,049	Tulsa	OK	F.O.P. Lodge 93	FOP	Yes
44	390,007	Omaha	NE	Omaha Police Union, Local 101	IUPA	Yes
45	382,618	Minneapolis	MN	Minneapolis Police Officers Federation	Independent	Yes
46	362,470	Miami	FL	F.O.P. Lodge 20	FOP	Yes
47	360,890	Colorado Springs	CO	Colorado Springs Police Protective Association	Independent	No
48	348,189	St. Louis	MO	F.O.P. Lodge 9 St. Louis Police Officers Association, F.O.P. Lodge 68	FOP	No
49	344,284	Wichita	KS	F.O.P. Lodge 5	FOP	Yes
50	337,977	Santa Ana	CA	Santa Ana Police Officers Association, Local 799	IUPA	Yes
51	334,563	Pittsburgh	PA	F.O.P. Lodge 1	FOP	Yes
52	332,969	Arlington	TX	Arlington Police Association	NAPO	No
53	331,285	Cincinnati	OH	F.O.P. Lodge 69	FOP	Yes
54	328,014	Anaheim	CA	Anaheim Police Association	Independent	Yes
55	313,619	Toledo	OH	Toledo Police Patrolmen's Association, Local 10	IUPA	Yes
56	303,447	Tampa	FL	West Central Florida Police Benevolent Association	NAPO	Yes
57	292,648	Buffalo	NY	Buffalo Police Benevolent Association	NAPO	Yes
58	287,151	St. Paul	MN	St. Paul Police Federation	Independent	Yes
59	277,454	Corpus Christi	TX	Corpus Christi Police Officers Association	NAPO	Yes
60	276,393	Aurora	CO	Aurora Police Association	Independent	Yes
61	276,093	Raleigh	NC	F.O.P. Lodge 141 Raleigh Police Protection Association, IUPA Local 99	FOP IUPA	No No
62	273,546	Newark	NJ	F.O.P. Lodge 12	FOP	Yes
63	269,512	Lexington	KY	F.O.P. Lodge 4	FOP	No
64	260,283	Anchorage	AK	Anchorage Police Department Employees Association	NAPO	Yes



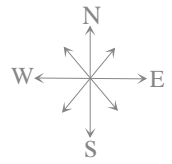
Rank	Population	City	ST	Police Union	Affiliation	Contract
65	256,231	Louisville	KY	F.O.P. Lodge 6	FOP	Yes
66	255,166	Riverside	CA	Riverside Police Officers Association	Independent	Yes
67	248,232	St. Petersburg	FL	Pinellas County Police Benevolent Association	NAPO	Yes
68	247,057	Bakersfield	CA	Association of Bakersfield Police Officers	Independent	Yes
69	243,771	Stockton	CA	Stockton Police Officers Association	Independent	Yes
70	242,820	Birmingham	AL	F.O.P. Lodge 1 Birmingham Police Union, Local 1871	FOP IUPA	No No
71	226,419	Hialeah	FL	Jersey City Police Benevolent Association	NAPO	Yes
72	240,055	Jersey City	NJ	F.O.P. Lodge 3 Norfolk Police Union, Local 412	FOP IBPO	No No
73	234,403	Norfolk	VA	Baton Rouge Union of Police, Local 237	IUPA	Yes
74	227,818	Baton Rouge	LA	Dade County Police Benevolent Association	NAPO	Yes
75	225,581	Lincoln	NE	Lincoln Police Union	Independent	Yes
76	223,891	Greensboro	NC	Greensboro FOP Lodge 79 Greensboro Police Officers Association, IUPA	FOP IUPA	No No
77	222,030	Plano	TX	Plano Police Association	Independent	No
78	219,773	Rochester	NY	Rochester Police Locust Club	NAPO	Yes
79	218,812	Glendale	AZ	Glendale FOP Lodge 12 Glendale Law Enforcement Association	FOP Independent	No No
80	217,074	Akron	OH	F.O.P. Lodge 7	FOP	Yes
81	215,768	Garland	TX	Garland Police Officers Association F.O.P. Lodge 68	Independent FOP	No No
82	208,054	Madison	WI	Madison Professional Police Association	NAPO	Yes
83	205,727	Fort Wayne	IN	Fort Wayne Policemen's Benevolent Association	Independent	Yes
84	203,413	Fremont	CA	Fremont Police Association	Independent	Yes
85	202,705	Scottsdale	AZ	F.O.P. Lodge 35	FOP	No



Rank	Population	City	ST	Police Union	Affiliation	Contract
86	201,568	Montgomery	AL	F.O.P. Lodge 11	FOP	No
87	200,145	Shreveport	LA	Shreveport Police Association, IUPA Local 75	IUPA	No
88	199,564	Lubbock	TX	Lubbock Professional Police Association	NAPO	No
89	199,184	Chesapeake	VA	Chesapeake Coalition of Police, IUPA Local 5020 F.O.P. Lodge 9	IUPA FOP	No No
90	198,915	Mobile	AL	Mobile Police Association	FOP	No
91	198,682	Des Moines	IA	Des Moines Police Bargaining Unit	NAPO	Yes
92	197,800	Grand Rapids	MI	F.O.P. Lodge 97	FOP	Yes
93	197,790	Richmond	VA	Richmond Coalition of Police, IUPA Local 5001 F.O.P. Lodge 2	IUPA FOP	No No
94	196,086	Yonkers	NY	Yonkers Police Benevolent Association, Local 16	IUPA	Yes
95	195,629	Spokane	WA	Spokane Police Guild	Independent	Yes
96	195,182	Augusta	GA	None	No	No
97	194,973	Glendale	CA	Glendale Police Officers Association	Independent	Yes
98	193,556	Tacoma	WA	Tacoma Police Union, Local 6	IUPA	Yes
99	191,615	Irving	TX	Irving Police Officers Association Irving Police Patrolmen's Union, Local 323	Independent IUPA	No No
100	189,594	Huntington Beach	CA	Huntington Beach Police Officers Association	Independent	Yes

Notes

The International Brotherhood of Police Officers (IBPO) has an affiliation with the National Association of Police Organizations (NAPO) which gives the IBPO affiliates in Atlanta (Georgia), Charlotte (North Carolina), and Norfolk (Virginia) access to NAPO services.



APPENDIX E

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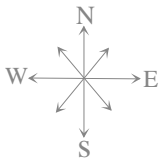
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To obtain details on COPS programs and resources, call the
COPS Office Response Center at 800.421.6770

